



NDI/CEPPS Quarterly Report: April 1, 2005 – June 30, 2005
USAID Cooperative Agreement No. DGC-A-00-01-00004-00

**“Indigenization”: Programming to Build Capacities of Domestic Organizations to Assist
the Development of Groups from Other Countries**
NDI Project Code (03526)

Project dates: April 1, 2003-October 31, 2005
Total budget: \$207,870.00 Expenses to date: \$153,549.42

I. SUMMARY

The National Democratic Institute for International Affairs (NDI) is partnering with well-established and well-recognized local nongovernmental organizations (NGOs) to help them increase their ability to transfer organizational lessons learned and best practices to less-developed politically active NGOs. The program entails three sets of activities: NDI facilitating “self-analysis” workshops with each partner NGO; the subsequent creation of a tool kit explaining each organization’s best practices; and then sub-grants allowing the partners to host a leadership development exchange program with other politically active NGOs. NDI is working with the Croatian NGO GONG and the Sierra Leonean NGO Campaign for Good Governance (CGG).

During this reporting period, GONG submitted its program evaluation and reports required to close out its subgrant. CGG submitted its workshop report and evaluation and started preparing all reports required to close out its subgrant. The United States Agency for International Development (USAID) approved a request by NDI’s Citizen Participation team to reprogram remaining projects funds to conduct research on forming relationships with local partner groups and using subawards and memorandums of understanding (MOUs) as tools for facilitating developmental relationships.

II. BACKGROUND

Prior to this reporting period, NDI’s Citizen Participation held workshops with GONG and CGG extracting the groups’ best practices and lessons learned in organizational development. The workshops focused on capacity areas crucial to organizational development and included topics such as marketing, messaging, building relationships with community leaders, fundraising, human resources development and management, and organizational structure.

Tool kits based on the information gleaned were created. These kits not only discuss the various examples from the partner organizations, but also include a general discussion on each focus area as well questions for reflection and tips from outside resources.

The process of identifying less-developed organizations to participate in the exchange program included discussions and consultations with NDI regional teams and field offices. The organizations selected have worked with NDI on organizational development, advocacy, community outreach and other capacity building issues and the exchange program complements the work that has and will be done.

Organization	Participants	Core Activities	Country	Workshop
ISFED	Tamuna Zhvania- Executive Director Lela Javakhishvili-Public Relations Ekatarine Siradze – Delaunay-Program Manager	Election monitoring/advocacy	Georgia	GONG
Romanian Association Against AIDS (ARAS)	Manuela Titorencu – Executive Director Beatrice Marcu – Program Coordinator Sorin Vinteanu - Social Worker	HIV/AIDS advocacy and awareness	Romania	GONG
National Association for Equal Opportunities of the Disabled	Ekaterina Georgieva – Executive Director Ekaterina Marinova Ivelina Mihaylova	Handicapped rights and access advocacy	Bulgaria	GONG
FOHRD (Foundation for Human Rights and Democracy)	Seyon Kieh, Assistant Executive Director Herron Gbidi, Project Assistant	Human Rights advocacy	Liberia	CGG
NAYMOTE (National Youth Movement for Transparent Elections)	Mark M. Marvey, Project Assistant Sammy S. Dorbor, Administrative Officer	Election monitoring, civic education, advocacy for transparent government	Liberia	CGG
CECIDE	Meité Ousmane - Finance Administrator Béréte Arafan - Head of Programming	Advocating economic development and social responsibility	Guinea	CGG
Center for the Coordination of Youth Activities	Hawa Kamara John Thomas Bayoh	Network of leading Sierra Leonean youth NGOs	Sierra Leone	CGG

(CCYA)				
Mano River Women's Peace Network (MARWOPNET)	Hannah Garrick, Yasmine Fofanah Nana Pratt	Advocating for human rights, democracy, and ending the conflict in the three countries of the region	Sierra Leone	CGG

CGG's held its workshop in Freetown from February 28 through March 5. The program covered the following topics: CGG's history and guiding principles; lessons learned in organizational development; program planning; and how to work in post conflict, conflict, and conflict prone societies. CGG arranged meetings with NGOs in Freetown as well as with government officials. One of the highlights was a trip to a field office so the participants would be able to see how the field offices communicate with the head office and how programs are implemented on the local level.

The workshop held by GONG took place March 14-18. The topics of the workshop sessions included: the history of GONG and the attributes of its success; realities of organizational development; what constitutes success; organizational structure; human resources; external communications; media, marketing, and fundraising; ICT; communication with and functions of regional offices. While in Zagreb, the participants toured Parliament and met with MPs and other NGOs. The group also traveled to one of the regional offices to see first-hand how it operated and also met with the mayor of the city where the office is located.

III. PROGRAM OBJECTIVES

The program objectives are:

- Increase GONG and CGGs capacity to develop and share organizational best practices and lessons learned with other less-developed monitoring groups.
- Enhance the knowledge and skill levels of select less-developed groups.

III. PROGRAM ACTIVITIES

During this reporting period, the Citizen Participation team worked with GONG and CGG towards finalizing the needed documentation to satisfy the subgrant and program requirements. GONG submitted the evaluation from its workshop and all necessary documents to close out its subgrant.

"For us this training was very important because we just started a new national organization and everything from GONG's experience will be useful for our future NGO"

-Participant from Bulgaria

In an effort to assess the impact of the workshop in Sierra Leone, two CGG staff members performed a program evaluation in late April. The CGG staff members met with leaders and staff of the participating groups to analyze how the information from the workshop has improved the organizations. Ways to improve collaboration in the Mano River Union (MRU) were also discussed. Subsequently, CGG submitted its evaluation and workshop report. KPMG is performing an accounting audit on CGG which has caused the group

some minor delays in submitting its final financial reports. NDI expects all of the necessary documentation to be submitted in a timely manner.

In May, GONG submitted all of the required reports and documents to close its subgrant and complete the project. NDI's accounting department is finalizing its review of the documents and it is expected that the subgrant will be closed shortly. Additionally, GONG submitted its program evaluation, which illustrated how much participants valued the workshop and the information received.

Also during the period, NDI was approved by USAID to use unspent program funds on additional research. This follow-on research initiative will build on the modest research effort conducted by the Citizen Participation team in 2004 that focused on NDI's relationships with the Croatian group GONG and the Peruvian group *Transparencia*. The resulting report, entitled "Review of Partner Relationships with GONG and *Transparencia*," explained some of the reasons behind each organization's success in terms of NDI's contribution to its organizational development and provided suggestions on how to form developmental relationships. The new research project will explore how to put into practice the suggestions of the initial report and also explore issues of subawards.

USAID approved the reprogram request and extended the program until October 31, 2005.

The follow-on effort will include: a desktop review of developmental partnership arrangements and the use of MOUs; a desktop review of the use of subgrants and small grants and their linkage to organizational development initiatives; follow-up interviews with NDI staff members; and on-the-ground interviews with local partners in Romania. The end result will be a report that will discuss not only how to structure partnerships around subgrants, small grants, and corresponding MOUs, but also how to monitor program advancement through these tools and leverage greater organizational development by partners.

The objective of the new initiative is:

To increase understanding about effectively fostering independent, self-sustaining organizations by using a mix of organizational development tools, including subgrants, small grants, and MOUs.

Research efforts on the new initiative began in early June, after the reprogram was approved. The team began discussing partner relationships with NDI's regional teams, including how assistance is delivered and how the relationships are structured. The team also initiated conversations with the Institute's Accounting department, which centered on subawards and how the award agreements are structured and monitored. Team members also began a desktop review of corresponding programmatic reports and proposals.

V. RESULTS AND ACCOMPLISHMENTS

The program objectives are:

- Increase GONG and CGG’s capacity to develop and share organizational best practices and lessons learned with other less-developed monitoring groups.
- Enhance the knowledge and skill levels of select less-developed groups.

GONG delivered a successful workshop; all of the groups attending found the information useful and said the workshop was good or better. The participants found the field trip to the regional office as most valuable as it provided an opportunity to see how GONG’s offices interact and the organization operate on a local level. The groups maintain contact with other, sharing programmatic best practices. Since returning back to their countries, the participating groups continue to receive assistance and support from local NDI staff members. Attached is the exchange program narrative report and the results of the evaluation.

Feedback from NDI’s Romania office on participating group ARAS has been positive. The group has become more proactive in reporting and communicating after attending GONG’s workshop. ARAS has taken strides to create the same internal democracy and transparency that exists within GONG. After talking with other participating groups, like ISFED, ARAS realized that voters in Romania lack much information about elections and the election process. It hopes to change this. Additionally, the group met with NGOs in Croatia that work in HIV/Aids, as it does, and the two are planning to implement an organization-to-organization exchange program

“...the initiative of bringing people together is positive as countries of the MRU have similar cultures ...the whole of the [Mano River] basin is searching for itself and socio-political groups need to work together.”

- Minister of Youth and Sports, Sierra Leone, addressing workshop attendees

Based on the evaluation provided by CGG, the groups are implementing some of the techniques and ideas gained from the workshop in Sierra Leone. The assessments reports discuss not only what the groups learned during their time in Sierra Leone, but also ways to overcome programmatic and

administrative challenges. All of the groups agreed to collaborate in the future to strengthen the Mano River Union (MRU) community. Attached is CGG’s narrative report on its workshop.

VI. EVALUATION/CONCLUSIONS

Between the tool kits and the implementation of a leadership workshops, GONG and CGG are now well-positioned to play an active role supporting less-developed counterparts. One of the most promising outcomes of the program has been the strengthening of the relationships between the participants of the CGG workshop. The initial agreement of the participants from West Africa to continue to work together will strengthen efforts to improve the quality of life and strengthen Democracy in the region.

Moreover, the toolkits, themselves, especially GONG’s, can stand alone as a reference document for emerging groups. GONG’s kit represents text book implementation of organizational development in practical terms and is being used by NDI’s local staff in Romania, Sudan, Georgia, and Indonesia.

“Homework...would be helpful”

-Quote from GONG workshop member, illustrating the dedication of the participants

GONG's evaluation methodology and reporting method should be highlighted. The format and structure provide not only quantitative and qualitative analysis of the workshop, but the information is laid out in a manner that is easy to analyze and understand. The evaluation is attached.

Both organizations are positioned to be regional sources for less-developed NGOs looking for technical assistance. NDI and USAID should utilize the groups; especially GONG, as implementing partners on future projects.

VII. FUTURE ACTIVITIES

During the next reporting period:

- The Citizen Participation team and NDI's Accounting department will continue working with GONG and CGG to finalize all documents and close out the groups subgrants.
- As part of the research project, Citizen Participation team members will travel to Romania to conduct interviews with local groups that participated in NDI Romania's advocacy program. This program entails working with local partners to increase their capacity to advocate for citizens' rights and transform the relationships between citizens and public officials. The groups have not only become better advocates, but they have become better organizations as a result of partnering with NDI. The interviews will focus on how the assistance provided by NDI Romania contributed to the partner groups' success and how the partnerships between NDI and the groups were structured and how smallgrants were used in the relationship. The team will discuss the GONG workshop with ARAS, one of the groups that participated in the advocacy program and also attended GONG's workshop.
- The Citizen Participation team will continue its research efforts with interviews and desktop review of documents.